



Sidney Job Service
211 N Central Ave
Sidney MT 59270

JSEC QUARTERLY

March 2009

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New Members Welcome!!

If you are interested in
attending a meeting contact
Jacklyn Damm at
433-1204 ext 204.

The Hiring Cycle

Material from the HR Tool Kit Flathead Job Service Website.

- ♣ Define the job requirements and write a job description that identifies the actual functions of the position.
- ♣ Create a recruitment plan. Include where you are going to advertise, how long the job will be open, date of when you hope to start your new employee.
- ♣ Post your job with the Job Service Workforce Center and/or your local employment staffing agency. You may want to advertise internally as well as externally. It's a great motivator to promote from within your organization.
- ♣ Develop pre-screening questions and/or tools. You may want your applicants to be tested as part of the recruitment process. Job Service Workforce Centers have an extensive array of testing capabilities to assist you with screening.
- ♣ Screen applicants. You can use the scores from testing and/or screen applicants in a telephone pre-screen.
- ♣ Schedule interviews with the top candidates that meet the qualifications for your position.
- ♣ Prepare interview questions and evaluations.
- ♣ Meet with the interview team to go over the questions and make sure you are asking job related questions relative to the position you are advertising.
- ♣ Confirm interview times with applicants.
- ♣ If you are conducting a behavior-based interview, give the applicant 15 minutes or so to read the questions and develop their answers. The Job Service Workforce Center has a Behavioral Interview Guide to assist you with designing questions.
- ♣ Conduct the interview.
- ♣ Discuss the interview outcome with the interview team and review your scores. You are not required to hire the most qualified for the position and should be looking for that person who would best compliment your organization and fit your culture.
- ♣ Check references! It's important to learn how successful they were at their previous jobs.
- ♣ Prepare an offer to your selected candidate.
- ♣ Present the offer to your selected candidate
- ♣ Notify the staff of your decision.
- ♣ Notify applicants with a turn down letter. (*See sample letters on page 2*)
- ♣ Welcome the new employee to your organization and set the tone for your expectations. Provide them with the tools to become a "star" in your organization.

New Posters!!!!

The New 5 in 1 Posters are available at Sidney Job Service.

No Smoking, MT Minimum Wage and USSERA are also available.

Free!!!

Free!!!

Free!!!

Free!!!

Free!!!

Sample Turn Down Letter (Not Interviewed—No Future Interest)

Date

Applicant Name
Address

Dear _____:

Thank you for the interest you have shown in considering a *(type of position)* position with *(your company)*.

Your qualifications have been reviewed by members of our management team. While your background is an interesting one, we have received a number of resumes from people whose qualifications more closely match the needs of our firm.

Thank you again for your interest in *(your company)*. We wish you continued success in pursuit of your career objectives.

Sincerely,

Company Representative
Title

Letters from the Flathead Job Service Website HR tool kit. <http://wsd.dli.mt.gov/local/kalispell/HRtoolkitV3/welcome.html>

Sample Turndown Letter (Interviewed—Not Chosen)

Date

Applicant Name
Address

Dear _____:

Thank you for your interest and application for the position of *(position title)*. We were impressed with the number of qualified candidates who applied for this opening. We have completed the interviewing process and have filled the position. Although you were not chosen for this position, we encourage you to reapply should the position open again.

Sincerely,

Company Representative
Title

Why do people leave their jobs?

- ♣ Better career opportunities, benefits, and money.
- ♣ Poor supervision and has nothing to do with the company.
- ♣ They are unhappy. Employees need to feel like they make a difference; they need meaningful work; and they need a work/life balance.
- ♣ Employer hired the wrong person– the talents or strengths of the individual hired did not match the talents needed. This also applies to promotions when star-performing employees are advanced to positions not suited to their talents.

How do I find out?

- ♣ Conduct Exit Interviews. Pay particular attention to why your most valued employees leave.
- ♣ The Society for Human Resource Management's 2000 Retention Practices Survey revealed the most common reason employees voluntarily leave is for pursuit of career opportunities elsewhere. This survey cited the next two most common reasons for leaving are better compensation and benefits packages and poor management.
- ♣ Consider doing an anonymous retention analysis of your current employees.

Material from the Flathead Job Service Website HR tool kit. <http://wsd.dli.mt.gov/local/kalispell/HRtoolkitV3/welcome.html>

Retention Analysis Survey

Use positive comments to develop potential niches to set you apart from other companies. Use negative comments as opportunities to make improvements.

Practice management by asking for input and working side by side with employees

Ask:

- ♣ What do you like best about your job?
- ♣ What do you enjoy about working in your department?
- ♣ What do you enjoy about working for our company?
- ♣ What's the most important thing that keeps you working for us?
- ♣ What would you tell a friend about the pros and cons of coming to work for us?
- ♣ What would cause you to look for work somewhere else?
- ♣ If you could change any one thing to make this a better place to work, what would it be?
- ♣ What is important to your career development? Do we provide this to you?
- ♣ Would I work for me? Why or Why Not?

Ask why do they stay! Listen to the answers!

Why People Stay

Wouldn't it be great to know why your employees think your place of business is the "greatest" place to work?

Some reasons why people stay:

- ♣ Great boss—who is there for me
- ♣ Like the people I work with and the environment is fun
- ♣ Treated like a real person
- ♣ Ideas are heard
- ♣ Recognized for working hard
- ♣ Acknowledge my family
- ♣ Training and development opportunities
- ♣ Clean and safe working environment

Notice how many of the above reasons have to do with compensation.

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This newsletter is edited and published by the Sidney Job Service Office. If you have a topic you would like to see covered, please contact our office.



The information provided herein is general in nature and intended as a guide only. It is not intended as a substitute for legal advice, to dictate policy, provide direction to your organization or to remove you from the responsibility for addressing your personnel issues. It is recommended that you seek independent legal advice from an appropriate professional to make sure that the general information provided applies to your specific circumstances.

Recognition Fundamentals

Material from Flathead Job Service HR Tool Kit

Employees need to feel like what they do is important and makes a difference!

Generally, people don't want something for nothing as much as they want something for something-recognition for a job well done. Give the big picture of how the accomplishment ties into the organization's goals while focusing on the significance and achievement of the person being honored. Recognition is most meaningful when employers notice a job performed well and do something to acknowledge it in a timely, sincere and specific way.

According to *The 7 Habits of Highly Effective People* by Stephen Covey, people tend to be motivated by the following factors: spouse/partner, family, money, work, possessions, pleasure, friend(s), enemy/enemies, church, self, or principles.

You must find out what motivates YOUR employees. The easiest way to find out is to ASK. You can do this personally, through surveys, letters, new hiring forms, email, or meetings. Take the time to find out what's important and meaningful to your employees; then use this information in a timely way to leave a powerful impression.

Be creative! Motivators don't have to cost a lot of money. Examples: if attendance is an issue, offer a free long-distance calling card for all employees who miss no work for 60 days...then add 10 minutes to their time card for each additional 30 days of appropriate attendance.

Caution: Be careful about creating motivators that will cause your employees to not work as a team.

Ideas for Rewards

Material from Flathead Job Service HR Toolkit

- ♣ Flexible Hours
- ♣ Health screening programs
- ♣ Additional time off
- ♣ Free calling card minutes
- ♣ Gift certificates
- ♣ Additional vacation time
- ♣ Lattes/Espessos/Pop
- ♣ Dinner at a nice restaurant
- ♣ Lunch with the boss
- ♣ Weekend getaways
- ♣ Employee assistance plans
- ♣ Internet connections
- ♣ Daily planner/organizers
- ♣ Health Club Membership
- ♣ Cards
- ♣ Trip
- ♣ Free Car Wash
- ♣ Free Housecleaning
- ♣ Fruit Basket
- ♣ Candy Bouquet
- ♣ Child Care Certificate
- ♣ Preventative medical benefits
- ♣ Skill Development opportunities
- ♣ Tickets—Theatre, sports, concerts, skiing, movie
- ♣ Movie rental certificates
- ♣ Break room treats
- ♣ Lunch

Note: Some of these rewards may be subject to payroll taxes.